

**Civic
Consulting**
alliance

About Civic Consulting Alliance

Civic Consulting Alliance is a partnership that reshapes how the city works. We build pro bono teams of business experts, government leaders, and our own staff. Together we figure out workable and enduring ways to make our city more livable, affordable, and globally competitive.

At no cost to the taxpayer, we undertake high-impact work that government agencies neither have the capacity, time, nor expertise to address. Talent from the world's top firms join us pro bono, because it's the most effective way to work toward results such as higher graduation and employment rates, reduced government costs, and less red tape for businesses.

For twenty-five years, Civic Consulting has led long-term series of projects to make a difference that no single firm could achieve on its own.

"My hope is that Civic Consulting Alliance will continue to be a partner in change, and that both Civic Consulting and the private-sector leaders in Chicago will help us continue to make Chicago an even greater city."

Richard M. Daley, Mayor, City of Chicago

Frequently Asked Questions

What is Civic Consulting Alliance?

We are a non-profit partnership that reshapes how the city works. We build pro bono teams of business experts, government leaders, and our own staff. Together we figure out workable and enduring ways to make our city more livable, affordable, and globally competitive.

Who makes up Civic Consulting?

Our staff includes seasoned professionals, with experience leading a series of projects from conception through implementation to effect long-term change. In addition to our staff, we draw on talent from major firms and government agencies to tackle Chicago's biggest challenges and opportunities. A volunteer board oversees our work.

What does Civic Consulting do?

We are focused on making our metropolitan area more livable, affordable and globally competitive. Our work requires expert resources applied in increments over a long period of time to implement projects that together produce tangible results, such as higher graduation and employment rates, reduced government costs, and less red tape for businesses. Government agencies have neither the capacity, time, nor expertise to address the issues we undertake.

Why does it work so well?

Our approach is designed for results. We stage a series of projects to create a sequence of results that, over time, addresses complex issues and opportunities. Teams are tailored for each specific phase, ensuring that world-class talent is used most effectively. Our government partners commit to implementing the changes we jointly identify as necessary, and we work with them to steward that implementation. This results in a very high success rate for our work, engendering trust and confidence in our service.

Why do business partners participate?

The partnerships we build aspire to see Chicago become one of the greatest cities in the world and our partners want to contribute to that vision. In becoming involved, partners demonstrate their commitment to the city and can be assured their work will make a real impact. Establishing implementation as a fundamental principle means that our teams facilitate and experience rewarding change on each project, thus making Civic Consulting the most effective way for firms to work pro bono on metropolitan issues.

Is Civic Consulting a government entity?

No. Civic Consulting Alliance is independent of the City of Chicago. We are a 501(c)3 non-profit organization and an outside resource for local government to tap into.

Who can use Civic Consulting?

Civic Consulting works primarily with large city government. Historically, the majority of work has been for the City of Chicago and its sister agencies.

How is Civic Consulting funded and how does it charge?

Civic Consulting provides its services free of charge. A small core staff is supported by funding from the Civic Committee of The Commercial Club of Chicago, one of the oldest organizations representing the business, professional, educational, and cultural leaders of the Chicago region, and foundations that understand the value we provide. For every dollar invested in our organization, we are able to provide approximately ten dollars in service to our clients, thanks to the civic commitment of partners who contribute pro bono teams.

How does Civic Consulting decide what projects to work on?

We only take on projects where we believe we have the opportunity for significant impact. Projects are chosen by the size and scope of the issue, as well as by our ability to effect change. Large, pressing problems affecting a broad swath of businesses and residents get top priority. Our goal is to find workable and enduring answers with tangible results.

Scorecard 2009 July 1, 2008–June 30, 2009

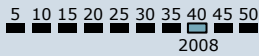
The Civic Consulting Alliance helps Chicago's public and private sectors solve our city's biggest issues together. We work with public-sector leaders dedicated to making lasting, positive change and private sector leaders who contribute services pro bono to help create that change.

Quality of Life : Position Chicago as the most livable city in the world, by promoting efficient public services that support a vibrant quality of life

Accomplishments

- Released Taxpayer Action Board report:~100 options to reduce State expenditures up to \$5 billion per year
- Created leadership team and plan for a conservation campus
- Redeployed 150 police officers from administrative to street duty
- Launched and managed Recovery partnership, Mayor Daley's collaboration with the philanthropic community, to maximize the benefits of ARRA in Chicago
- Redesigned contracting process between the City and non-profit delegated agencies, to reduce time 50%
- Released 21st Century Commission report including 100 recommendations and millions in potential savings; led to:
 - Self-Certification for certain building inspections
 - Consolidation of 10 City departments to 4

Global Quality of Life Ranking (1 – 50) as published by Mercer



Pro Bono Partners

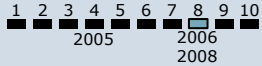
- A.T. Kearney
- Bain & Company
- Deloitte
- Hewitt Associates
- KPMG LLP
- L.E.K. Consulting
- The Lucas Group
- Mayer Brown, LLP

Environment and Transit : Establish Chicago as the nation's #1 "green" city and CTA as the most innovative, fastest growing U.S. system

Accomplishments

- CTA awarded international Most-Improved Metro Award
- Saved CTA bus customers 500,000 hours/month in waiting time via better bus spacing Improved train efficiencies, increasing capacity by ~2,100 customers for daily morning service
- Identified opportunities to reduce the cost per tree trimmed by the City by 60%
- Grew CTA ridership 5.5%, to more than 500 million, exceeding most other major metropolitan transit systems
- Chicago ranked first for environmental innovation in SustainLane city rankings
- Chicago Ranked in top 10 of all major green city rankings; only city with population over 1 million to do so

Sustainability Ranking (1 – 10) as published by SustainLane



Pro Bono Partners

- Alvarez & Marsal
- A.T. Kearney
- Bain & Company
- Chicago Booth School of Business
- IDEO
- Illinois Institute of Technology
- Katzenbach Partners
- The Monitor Group, INC.

Education : Ensure all CPS graduates are ready for college and a career

Accomplishments

- Designed and gained approval for four new, model career academies
- Began implementation of revamped Career and Technical Education strategy
- Helped new CEO define and launch initiatives to support key priorities
- Instituted performance management system at CPS central office
- Reduced CPS operating budget by \$100 million through central office staff reductions

Pro Bono Partners

- Booz & Company
- The Boston Consulting Group
- McKinsey & Company
- The Parthenon Group

Workforce Development : Revamp education and workforce systems to meet the needs of Chicago employers, residents, and communities

Accomplishments

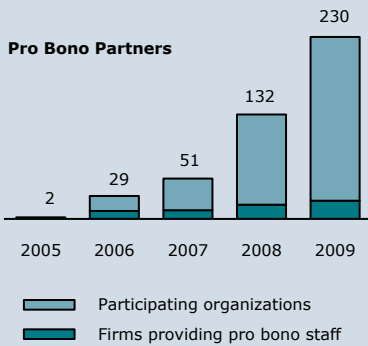
- On track to eliminate the nursing shortage in Chicago: established 137 new seats in nursing schools and plan for 630 more by next academic year
- Placed more than 500 workers in hospitality jobs via revamped Service Works center
- Created and launched Chicago Workforce Investment Council (CWIC) to set priorities, coordinate, and oversee all workforce efforts in Chicago
- Opened CWIC Stats at the University of Chicago to assess the return on workforce investments, communicate performance, and improve workforce system

Pro Bono Partners

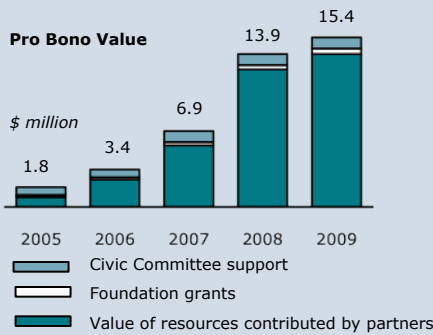
- Deloitte
- Edelman
- Leo Burnett Worldwide
- Mayer Brown LLP

Private Sector Resources

Pro Bono Partners



Pro Bono Value



Grants

The Boeing Company	\$ 150,000
Joyce Foundation	150,000
Searle Funds at the CCT	75,000
Lloyd A. Fry Foundation	50,000
Annie E. Casey Foundation	50,000
Global Philanthropy Partners	50,000
Steans Family Foundation	15,000
The Chicago Community Trust	10,000

Total Grants \$ 550,000

Firms Contributing Resources (Pro Bono Staff)

More than \$1 million over 2 years

A.T. Kearney	Booz & Company	Katzenbach Partners	The Parthenon Group
Bain & Company	The Boston Consulting Group	McKinsey & Company	

\$100,000 - \$1 million over 2 years

Deloitte	Huron Consulting Group	KPMG LLP	Mayer Brown LLP
Hewitt Associates	IDEO	The Lucas Group	The Monitor Group, Inc.

First-time contributors

Duo Consulting	Hewitt Associates	Leo Burnett Worldwide	The Monitor Group, Inc.
Edelman	L.E.K. Consulting	The Lucas Group	The Parthenon Group

Participating Organizations

A.T. Kearney • Advance Illinois • Advocate Health Care • After School Matters • AIT Worldwide Logistics • Allegro Chicago, A Kimpton Hotel • Alvarez & Marsal • American Airlines • Amtrak • Annie E. Casey Foundation • Aon Consulting • Association for Career and Technical Education (ACTE) • AT&T Illinois • Atlas Tool and Die Works • Azteca Foods, Inc. • Bain & Company • Bethel New Life • BlueCross BlueShield of Illinois • Bluestein and Associates • The Boeing Company • Booth School of Business • Booz & Company • The Boston Consulting Group • Boulevard Healthcare LLC • Brad Neuman, LLC • Burlington Northern and Santa Fe Railroad • The Cara Program • Center for Adult and Experiential Learning • Center for Governmental Studies, Northern Illinois University • Center for Labor and Community Research • Chapin Hall Center for Children • Chicago 2016 • Chicago and Cook County Building and Construction Trades Council • Chicago Botanic Garden • The Chicago Community Trust • Chicago Convention and Tourism Bureau • Chicago Council on Global Affairs • Chicago Deferred Exchange Company • Chicago History Museum • Chicago Housing Authority • Chicago Jobs Council • Chicagoland Chamber of Commerce • Chicago Marriott Downtown Magnificent Mile • Chicago Metropolitan 2020 • Chicago Park District • Chicago Public Schools • The Chicago School of Professional Psychology • Chicago Transit Authority • Chicago Urban League • Chicago Workforce Board • Chico & Nunes, P.C. • Circle of Service Foundation • City Colleges of Chicago • City of Chicago • City of Rock Island • City of Winnetka • Civic Committee of The Commercial Club of Chicago • Civic Federation • CNA Financial • Columbia College Chicago • ComEd • The ComfortCake Company, LLC • Congress for the New Urbanism • Consortium on Chicago School Research • CSX Transportation • CWIC (Chicago Workforce Investment Council) • Deloitte • DePaul University • DeVry University • Drinker Biddle & Reath • Edelman • Educational Data Systems, Inc. • Eleanor Foundation • Exelon Corporation • Expeditors International of Washington, Inc. • Federal Reserve Bank of Chicago • FedEx • The Field Museum of Natural History • First Hospitality Group, Inc. • Flying Food Group, LLC • Ford Foundation • Franczek Radelet P.C. • Friedman Properties, Ltd. • Grand Victoria Foundation • Greater Southwest Development Corporation • Harborquest • The Harris School of Public Policy • Heartland Alliance • Heirs of the Promise Church • Henry C. Mendoza & Associates • Henry Crown and Company • Hewitt Associates • Hilton Hotels • Hispanic Housing Development Corporation • Hospitality Academy at McCormick Place • Huron Consulting Group • Hyatt Regency Chicago • IDEO • Illinois Business RoundTable • Illinois Community College Board • Illinois Farm Bureau • Illinois Hotel and Lodging Association • Illinois Institute of Technology • Illinois Restaurant Association • Illinois Trucking Association • Instituto del Progreso Latino • International Warehouse and Logistics Association • IWIB Transportation and Logistics Task Force • John A. Logan College • The John D. and Catherine T. MacArthur Foundation • The Joyce Foundation • JP Morgan Chase • Karr Associates • Kellogg School of Management • Kendall College • KLM Royal Dutch Airlines • Knight Engineers & Architects • Knox College • KPMG LLP • L.B. Stanton Consulting, Inc. • L.E.K. Consulting • Leo Burnett • Lewis and Clark Community College • Lincoln Park Conservancy • Lincoln Park Zoo • LISC Chicago • Lloyd A. Fry Foundation • Lloyd Consulting, Inc. • Louik/Schneider & Associates, Inc. • Loyola University • The Lucas Group • Macy's, Inc. • Madison County • Madison Dearborn Partners, LLC • The Marmon Group • Mayer Brown LLP • McCormick Foundation • McKinsey & Company • Mercy Hospital and Medical Center • Merrill Lynch • Mesirow Financial • Metropolitan Chicago Healthcare Council • Metropolitan Planning Council • Michael Scott & Associates • Microsoft Corporation • Midway Moving and Storage • Mitchell & Titus, LLP • The Monitor Group, Inc. • Morrill & Associates • Morton Arboretum • Multi-FAC • Museum of Science & Industry • National ABLE Network • National Research Center for Career and Technical Education • National Safety Council • New Covenant Life Church • New Millennium School of Health • Nixon Peabody • Norfolk Southern Railroad • Northern Trust • Northwestern Memorial Hospital • O-H Community Partners • OLYMPUS, LLC • Orbitz Worldwide, Inc. • The Parthenon Group • Partnership for New Communities • Peggy Notebaert Nature Museum • Pepper Construction • Phoenix International Freight • Policy Planning Partners • Polish National Alliance • Polk Bros. Foundation • PortaeCo, LLC • Public Communications Inc. • Public/Private Ventures • Regional Transportation Authority • The Renaissance Schools Fund • Resurrection Health Care • The Resurrection Project • The Rise Group, LLC • Robert Morris College • Rubin & Norris, LLC • Rush University Medical Center • Schneider National • Scholz and Scholz • Senior Lifestyle Corporation • Shawnee Development Council, Inc. • Shiloh Community Unit School District #1 • Sidley Austin LLP • Sinai Health System • Skidmore Owings and Merrill • Southern Illinois University School of Medicine • Spencer Foundation • St. Anthony Hospital • Starwood Hotels and Resorts • State of Illinois • Steans Family Foundation • Sterling Partners • Studio Gang Architects • Swedish Covenant Hospital • Swissport USA, Inc. • Taxpayers' Federation of Illinois • Tishman Speyer • Trans-tek • U.S. Department of Transportation • Union Pacific Railroad Co. • United Association of Plumbers and Steamfitters • United Neighborhood Organization • United Way of Metropolitan Chicago • UNITEHERE Local #1 • University of Chicago • University of Illinois at Chicago • University of Illinois at Urbana-Champaign • UPS • US Equities Realty, Inc. • Voice for Illinois Children • W.W. Grainger, Inc. • Walgreen Company • Washington, Pittman & McKeever, LLC • West Central Building Trades • Westside Health Authority • Willis Stein & Partners • Women Employed • Women's Business Development Center • Woods Fund of Chicago • Woodstock Institute • Workforce Enterprise Services, Inc. • The Workforce Institute • World Business Chicago • Zorch International, Inc. • Zurich North America

Case Study: Ending the nursing shortage

Throughout the U.S., patients feel the effects of the nursing shortage — long lead times for appointments, long wait times in doctor's offices, and strained resources for hospital stays. Civic Consulting Alliance, working with our partners from Bain & Company, quantified the shortfall in Chicago at 700 nurses per year over the next five years.

The Mayor's Office used this information to launch an initiative to solve the nursing shortage. To date, the Mayor's Office, the Chicago Workforce Investment Council (CWIC), the Metropolitan Chicago Healthcare Council, Civic Consulting, and other partners have worked with local colleges and hospitals to add over 600 seats to nursing programs to close the gap. This example illustrates how Civic Consulting assisted the Mayor's Office with aligning job training with needed jobs in Chicago.

THE CHALLENGE

Hospitals experience nursing shortages. Aspiring nurses find that programs to train them do not offer enough seats to accept all qualified candidates. Schools that offer training cannot find enough qualified instructors, because nurses can make more working in hospitals than teaching. Put together, we see a great example of a market failure that cannot break the logjam of training more qualified nurses to meet the needs of hospitals.

THE SOLUTION

Based on Bain's analysis, Civic Consulting focused on the benefits of bringing private and public leaders together to solve workforce development issues. The lynchpin was the commitment of healthcare CEOs to provide qualified nurses for teaching and to create clinical rotations. With the leadership of Rush, Blue Cross Blue Shield of Illinois, and Advocate Health, Civic Consulting brought other hospitals to help solve the nursing shortage. Together, they created enough clinical rotations allowing for the addition of over 600 training seats within two years.

This approach built on the public-private partnership that Civic Consulting developed with the Mayor's Office and ten private-sector partners: Chicago LEADS (Leading Economic Advancement, Development, and Sustainability). LEADS was a two-year project to help both workers and employers compete in a global economy, by aligning the business community, public agencies, and community-based organizations around common goals and by implementing agreed strategies to achieve these goals.

THE IMPACT

While all the hospitals in the area recognized the impact of the nursing shortage, no single hospital was willing to address it alone. By creating a City government supported initiative, outside stakeholders were able to build support within the healthcare industry to resolve the problem together. As a result of the private-public partnership effort, the Chicago area nursing training programs are now able to provide 3,500 more instructional seats for nurses over the next five years drastically improving the state of the nursing shortage in Chicago.

Case Study: Repairing city streets faster and more efficiently

The smoothness of city streets is a prime consideration of residents' satisfaction with local government. In Chicago, the freezing-thawing weather and heavy traffic cause tens of thousands of pot holes each year. The worst of these, pavement cave-ins, often damage cars and threaten drivers' personal safety. However, it was taking the City of Chicago nearly two weeks to fix pavement cave-ins.

To address issues like this in a systematic and lasting way, the Mayor's Office asked Civic Consulting Alliance to help launch a comprehensive performance management system. As a demonstration of the new system, Civic Consulting figured out why it took so long to fix pavement cave-ins and developed a faster process.

THE CHALLENGE

Repairs to the right of way are the joint responsibility of several City departments, including Department of Transportation and Department of Water Management, among others. Through the 311 customer service request system, the City tracked roughly 5,000 pavement cave-ins per year, but had trouble determining which department would be responsible for each repair. 311 routed the call to Transportation, which sent out an inspector, who routed the issue to Water, which sent out an inspector, who routed the call back to Transportation. For nearly two weeks on average — and sometimes much longer — the pavement cave-in "ping ponged" from department to department, until a repair crew was sent out.

THE SOLUTION

Civic Consulting brought A.T. Kearney, the strategy and operations firm, to help pro bono. An A.T. Kearney consultant analyzed thousands of 311 records, demonstrating that "ping ponging" was indeed a cause of significant delays, as was misattribution of the problem as a mere pothole. Working with front-line supervisors, the consulting team developed a new 311 script to distinguish potholes from cave-ins and a simple checklist to assign the right department the first time.

THE IMPACT

As a result of Civic Consulting and A.T. Kearney's work, pavement cave-in repairs improved from an average 12 days to 2 days at no additional cost. This analysis became a model for performance improvement efforts across City departments.

Since Civic Consulting helped the City establish a performance management system in 2005, the Chief of Staff and Budget Director have continued to hold weekly performance review sessions with agency heads to identify issues before they become problems and to track the long-term impact of Civic Consulting efforts, for example:

- Efforts in 2006 and 2007 by KPMG and McKinsey increased productivity of core services; through 2009, tax audit has sustained a 50% increase in productivity and 125% increase in effectiveness, while Water Management repairs 300% more catch basins.
- Since 2009, four firms — A.T. Kearney, Beall Research, McKinsey, and True Works — have contributed to a comprehensive review of the Police Department, to date resulting in 200 officers returning to patrol.

Civic Consulting Alliance Staff Leadership

Civic Consulting Alliance is led by a volunteer board and a staff of seasoned professionals, with experience leading a series of projects from conception through implementation to effect long-term change. We draw on talent from major firms and government agencies to form project teams. Our clients commit to implementing the changes we identify as necessary, and our leadership team personally works with them to steward that implementation.

Brian Fabes, CEO, holds a PhD from MIT and was formerly professor of engineering at the University of Arizona, associate principal at McKinsey & Company, and Senior Vice President at National Louis University.

Gillian Darlow, Principal, was the Managing Director of Redmoon Theater, worked at The Field Museum establishing new national parks in South America, and holds a master's in education and MBA from Stanford.

Don Laackman, Principal, was the Managing Director of Accenture's North American Insurance program and headed the Chicago Office. He recently received his master's in public policy from the Harris School.

Tom McKone, Principal, received a master's in public policy from the Harris School, served as chief analyst for ShopLocal, worked at ShoreBank with local businesses, and conducted consumer goods market research.

Alexander Gail Sherman, Principal, holds a master's from Cambridge University, served as assistant to the president of The Field Museum, developed Oxford University's first financial model, and as a consultant helped open two national museums.

Civic Consulting Alliance Board

Civic Consulting Alliance is led by a volunteer board and a staff of seasoned professionals. Together, they draw on talent from major firms and government agencies to form project teams. The board includes the senior leadership from Chicago's most prominent corporate, professional, and philanthropic organizations. They provide leadership and resources, including: Pro bono project teams, "on loan" executives, access to expertise, and insight into the political climate that helps our work have the maximum possible impact.

Board Members

Virginia L. Aronson, Member Management Committee, Sidley Austin LLP
Frank V. Battle, Jr., Retired Partner, Sidley Austin LLP
Bram Bluestein, Retired Senior Partner, Booz & Company
Lewis Collens, President Emeritus, Illinois Institute of Technology
Michael Collins, Managing Partner, Chicago Office, Bain & Company
A. Steven Crown, General Partner, Henry Crown and Company
Lyn Corbett Fitzgerald, Chief Communications Officer, United Way of Metropolitan Chicago
Daniel J. Doherty, Area Managing Partner – Advisory, KPMG LLP
W. James Farrell, Retired Chairman and Chief Executive Officer, Illinois Tool Works Inc.
Janet Foutty, National Managing Director for Technology Integration, Deloitte Consulting
Janet Froetscher, President and CEO, National Safety Council
Sharon Gist Gilliam, Retired Chief Executive Officer, Chicago Housing Authority
Sandra P. Guthman, President and CEO, Polk Bros. Foundation
Kathryn Hayley, Chief Executive Officer, AON Consulting U.S.
James Hill, Jr., Managing Partner, Mitchell & Titus, LLP
Larry Howe, Senior Advisor, Chicago Community Trust
Cheryle Robinson Jackson, President and CEO, Chicago Urban League
Leon Jackson, President, Multi-FAC
Paul V. La Schiazza, President, AT&T Illinois
Anne Ladky, Executive Director, Women Employed
John Livingston, Director, McKinsey & Co.
Phyllis Lockett, President and CEO, The Renaissance Schools Fund
DG Macpherson, Senior Vice President, Global Supply Chain, W. W. Grainger, Inc.
Mirko Martich, Partner, A.T. Kearney, Inc.
R. Eden Martin, President, Civic Committee of The Commercial Club of Chicago
John Matthews, Partner and Head of Chicago Office, Monitor Group
John W. McCarter, Jr., President and CEO, The Field Museum
Lester H. McKeever, Jr., Managing Principal, Washington, Pittman & McKeever
Henry C. Mendoza, President, Henry C. Mendoza & Associates
Jan Miecznikowski, Vice President, Booz & Company
Michael H. Moskow, Vice President and Senior Fellow for the Global Economy, The Chicago Council on Global Affairs
Laurence Msall, President, Civic Federation
David Narefsky, Partner, Mayer, Brown LLP
Mary Nelson, Senior Associate, Bethel New Life
John Parker, Executive Vice President and Chief Marketing Officer, Zurich North America
Daniel H. Reisner, Principal, Sterling Partners
David Rickard, Vice President and Director, The Boston Consulting Group, Inc.
Miles D. White, Chairman and Chief Executive Officer, Abbott
Nancy Searle, Searle Consultant, Chicago Community Trust
Edward A. Snyder, Dean, University of Chicago Booth School of Business
Avy Stein, Co-Founder and Managing Partner, Willis Stein & Partners
Pamela Strobel, Retired Executive Vice President and Chief Administrative Officer, Exelon Corporation
Mark A. Wagner, Executive Vice President, Operations and Community Management, Walgreen Company
Robert Wislow, Chairman and CEO, U.S. Equities Realty, Inc.
The Honorable Edward M. Burke, Chairman, Committee on Finance, City of Chicago (Ex-Officio Member)

**Civic
Consulting**
alliance

21 South Clark Street Suite 3120 Chicago IL 60603

312.853.9160 | www.ccachicago.org | 2010